

DRAFT

NOTES FROM THE DIRECTOR

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While the substantive aspects of the Agency's business are of primary concern, I have long recognized the importance of an organization's personnel management policies, concepts and practices as an essential element in the effective fulfillment of its missions and activities. I have therefore focused my personal attention on the Agency's personnel management system to determine where it might be improved and to assure that it provides the most effective framework to serve the mutual best interests and needs of the Agency and our personnel.

I have placed particular emphasis on seeking ways to improve management/employee communications; more uniformity in our personnel management implementation procedures and greater visibility of these procedures; ways to sharpen our overall advance personnel planning; ways to increase headroom and promotion opportunities and explicit publication of promotion plans for each grade within each Career Service; ways to assure that women and minority

employees are afforded opportunities for development and full utilization of their skills and potential and that qualified personnel in these categories are considered for and advanced in a manner consistent with their competitive career group.

Towards this end, in addition to a review of a series of studies and proposals made by the Office of Personnel on various aspects of our personnel approaches, I have solicited the views and suggestions of the various employee groups with whom I have met. Your responsiveness in this regard has been most gratifying and valuable and I appreciate the support you have been giving me. Each of these proposals, views and suggestions have been considered; some have been implemented; others are still under consideration. Among the actions already implemented are:

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- Establishment of a three-year trial period for new employees.
- Reaffirmation that the promotion of exceptional employees should not be constrained by time-in-grade guidelines if they are otherwise qualified for advancement.
- Establishment of an Agency-level Secretarial/Clerical Management Advisory Group to provide an additional mechanism for advice and assistance to the DCI on issues and concerns relevant to secretarial/clerical employees.

Some of the suggestions currently being studied include:

- ° A review of the Agency's practices of single-grade promotions for professional advancement vis a vis the competitive civil service practice of two-grade advancement.
- ° The development of an advance personnel promotion plan by each Directorate Career Service that on the basis of expected flow (i.e., normal attrition, retirements, etc.) at each grade level would permit the projection of annual promotion opportunities at each grade and assurance that all employees are informed of these forecasts.
- ° An in-depth study of the Agency's performance evaluation systems--both as regards the individual Fitness Reports and the Career Service and Sub-group competitive evaluation and ranking exercises.
- ° The institution of formal Career Service Panel structures to handle the administration and career management of secretarial and clerical employees.
- ° Reexamination of the possibility of establishing Day-Care Centers to accommodate the children of working parents.

Through our day-to-day involvement with our jobs, each of us develops certain insights, concerns and perceptions regarding the environment in which we serve. My learning about some of your views and suggestions has helped my understanding of the Agency and has stimulated my desire to continue to seek your suggestions that might improve our systems.

As I've told the groups I've met, I can't promise implementation of all suggestions, but I can promise my thoughtful consideration of the issues and problems brought to my attention.

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MEMORANDUM FOR: Acting Deputy Director for Administration

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Draft "Notes from the Director" on DCI's Interests
and Actions on Personnel Matters

REFERENCE : Memo for AD/Pers fr DDA dtd 9 Mar 78 re same subj.

Attached is a first draft of a "Notes from the Director" as requested in paragraph b. of the reference. This draft was patterned after the DCI's draft on the same general subject in December 1977 but which he had not formalized.

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F. W. M. Janney

Att.
As Stated

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~~One theme which continues to be surfaced is that there is a lack of communication. This disturbs and frustrates me. Two-way communication is essential in every organization and I've attempted to expand the means available to bring this about. My Notes, along with the various employee notices, bulletins, handbooks, et al., are designed to keep all employees informed of what is going on that affects their jobs, their personal status, and their morale. My objective is to improve the communication flow from you to me as well as from top management to you. Please give me your suggestions on how the present system may be improved.~~

DDA 78-0977

9 March 1978

MEMORANDUM FOR: Acting Director of Personnel
FROM: John F. Blake
Deputy Director for Administration

Ben:

Following up on our conversation of 8 March, will you please undertake the following:

a. Prepare a promotion projection paper for the other three Directorates which contains both percentages and absolute figures. After the papers are prepared, I strongly suggest you discuss and coordinate them with the Directorates involved so that we might surface any unique problems. You will understand the significance of this undertaking.

b. Will you draft a "Notes from the Director" which outlines our understandings of his personnel policies. This should state his intent, and the fact that all have not been implemented should also be stated. I think you have sufficient raw material available to pull together a first draft.




John F. Blake

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STATINTL Draft "NOTES FROM THE DIRECTOR"


Executive Officer/DDA

DD/A 78-0977/3

27 March 1978

Mr. Herbert Hetu
Special Assistant to DCI
(Public Affairs)
via TUBE

Mr. Carlucci returned the attached article for "NOTES FROM THE DIRECTOR" asking that it be redone in keeping with the Director's breezy style. I have been asked to request that this be done and returned to me by cob, Wednesday, 29 March, to permit forwarding to the Director on Thursday morning.

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att: DD/A 78-0977/3; Draft
Notes on Pers Achievements
to DDCI - ret'd 27 March 78

Distribution:

ORIG RS - Mr. Hetu w/att
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RS - DDA Chrono w/o
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